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Interview with Ron Kegarise

Dr. Joseph M. Juran Collection

Ron Kegarise

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Video Rolls #22-24

Q: Your name and spelling.

KEGARISE: It should be Ron, R-O-N. K-E-G-A-R-I-S-E. Ron Kegarise.

Q: And your title?

KEGARISE: Let's see. Bogwan? I'm really the director of metallurgy and quality systems for Alcoa.

Are you guys the ones that did the original Juran on quality improvement?

Q: We sure are. Did you like it?

KEGARISE: I loved it, yeah. I thought that was a marketing group that must have put all that stuff together after they looked at some Deming tapes. (LAUGHS) Good stuff.

Q: What is your connection with Joe Juran?

KEGARISE: We started with Joe Juran -- we, Alcoa, started with Joe Juran in probably about 1982 when we were really searching for a quality bagwan, as we would look at it. And we were looking for someone to be able to help us

implement a quality revolution.

We looked at Crosby -- which was basically the only act in town at that time. We looked at Deming. And we basically came around and said to ourselves, we really would like to have something that tells us how to do this sort of stuff. Not the philosophy of quality. We understand the philosophy of quality.

But we're looking for a roadmap of what to do. And the Juran methodology provided us with that roadmap. And so we got involved with the Juran tapes, and then we then started to get very heavily involved in implementing the methodology itself.

Q: How did you hear about Dr. Juran first?

KEGARISE: Well, as we were starting to learn about the quality culture, we started looking at the various people's names who emerged. And, of course, at that time, Crosby's name emerged. We were turned off because it was that quality is free and it was the old zero defects. We'd lived through that.. That was not very good.

And then we saw a little bit about Deming. And we started to read more about a fellow by the name of Joseph M. Juran.

The thing we were impressed with -- at least I personally was impressed with Juran, was the fact that he has been a manager, he has been in industry, he has led departments. And he has not been just a staff individual saying, here's the way you guys out to do it. He has actually led those charges.

So when he talks about quality, and talks about management, talks about managers, I believe him 'cause he's been there. And that's the thing that's so crucial, his being there and having that credibility.

Q: *Do you remember the first time you met this legend face to face?*

KEGARISE: Yeah. When I first met him face-to-face in the flesh was actually in the 1985 IMPRO, where I was able to give a presentation on customer partnering. And was very impressed with not only his mental capacity, but his complete knowledge of partnerships and business relationships and the importance of customers and suppliers working together.

It's just, for a guy who was a legend, and for a guy who'd been around as long as he'd been around, his complete recall of everything that's going on in business was just staggering. I mean, he is not, as I would consider him to be, an old man. He is a new guy in old man's clothing, I guess, is what r would say.

Q: *Draw a picture of Joseph M. Juran.*

KEGARISE: Well, I'll try to draw a picture of Joseph M. Juran. I think he's certainly a legend, from a quality standpoint. But he's a fellow who had a very simple beginning. Started out, got his degree in school, started to work, got some additional degrees.

But he actually was in the working environment, in the manufacturing class. And he recognizes the cultural differences that you have to overcome to be able to start a quality revolution.

And as you trace his entire history, you can empathize and put yourself in his particular cast, and say, you know, this guy knows what it's all about in manufacturing. He's been there. He's had the difficulties of trying to convince the operating superintendent to do things in a different way.

So when he gives you his ideas of things to do, you know that -- that they're well founded in manufacturing expertise, they're well founded in someone who has led other people. And it's just got a tremendous amount of credibility.

I can remember couple of years ago, our company was looking for a way to identify critical processes, so that we could hone our resources to just those critical processes and

not every process in our manufacturing environment.

And I was at a conference with Joe, and I said: give me your definition, you know, as the great one; give me your definition of a critical process.

He said: well, I can't give you a definition of a critical process, but I'll tell you how to do it. I'd suggest that you get a team of customers and suppliers of your processes, and start to work through that methodology and determine what a critical process really -- in your definition and your company's words.

And the thing that was so neat about that, is that was exactly the approach that we were going to. And it just shows you how intelligent and how up-to-date he is with today's manufacturing environment, no matter what his age is. That's just a chronological age, I don't think that's a mental age, at all.

Q: *Have you ever spent a day with him?*

KEGARISE: He came to Alcoa for a day a year ago April. And spent a lot of time with some of our senior executive officers and so forth. And he's just as vital at his particular age, and probably more vital, than some of the rest of us.

The thing that intrigues me about Dr. Juran is his passion and his vibrancy of understanding and wanting to understand more about your business. I mean, he's been involved in a lot of businesses, but it seems like every one that he gets involved with is kind of a new experience. And he's very interested in how that entire situation occurs.

So he asks a lot of questions. And he listens a lot. And then, as usual, we asked him, well, what do you think? And he'll give you a straight off the cuff. He will not try to pacify you or patronize you. He tells you exactly what he thinks of some gaps. He'll provide some areas where he thinks you need to focus more in, based on what he's seen.

Q: *How does he treat people across the spectrum?*

KEGARISE: You know, a ... he's got the ability to interface with anyone and bring himself on their level. Which is kind of unique for a fellow as renounced as he is, who's won as many awards as he has, who has done as many things as he has.

And I'll never forget the first time I really did meet him and that was at a reception the night before the IMPRO in Chicago, about eight or nine years ago. And we were all partaking in some of the food and the drinks and so forth. And here comes this fellow with a bow tie, and he says: hi, I'm Joe Juran. I mean, he didn't say, I am Dr. Juran, or something like -- he just, hi, I'm Joe Juran.

And then we started talking about some of the things that we had been doing, and says, oh, yeah, I've read your paper, and I'm very interested in it. I mean, it was -- I mean, I know it wasn't contrived, but it was amazing to think that a guy of his level and of his experience base could interface.

And then he'd talk for a little bit, and then he'd move on to somebody else. He was a great guy running around in the crowd. He really worked the crowd very, very well. But I think he did it because he was interested. He didn't do it because he was trying to drum up business. He was very interested.

Q: *What's been the most surprising thing you've found about this living legend?*

KEGARISE: I think the human aspect of him is the most surprising thing. I mean, the ability to recall things that went on in the early '50's and the late '40's, and bring them as today, or as a situation today. That's not phrased very well, but let's try that again.

Q: *The most surprising thing that you find?*

KEGARISE: I think the most astonishing that I've seen.

I think the most astonishing thing that I recollect about Dr. . Juran is his ability to be able to understand your business, and to be able to recall a similar experience in his lifetime. And maybe that's in the late '40's. Or it might have been in the early '50's. Or it might have been last week.

But you can't tell the difference in time because the example that he brings up is so germane to what you're talking about. And to him that -- to have that ability to recall -- of a legend.

I mean, he -- he's approachable. He's the most approachable guy with his credentials that I have met. And it's astonishing to me. I just think it's tremendous.

Q: *What would you help us tell station managers who don 't care and want to know?*

KEGARISE: I think people need to understand that Joe Juran and the quality revolution is not just a manufacturing phenomena. It's a phenomenon that basically covers every aspect of our life. And whether we go out and drive the car or whether we manage our children or whether we manage a business, quality is really interwoven into everything that we do.

That's -- the lack of quality is why we don't get satisfied when we go out to eat. Whether it's the quality of the service of the waiter or the waitress, whether it's the quality of the food that we receive and which we pay money for. All those things are manifested in quality.

Joe Juran has the opportunity to be able to hit all levels of the working life, to be able to help that. And it's not just a manufacturing situation. I think most people think quality is just for the manufacturing guys, you know, the steel workers, the aluminum workers, or whoever.

But quality is -- really is something that we all need to learn more about -- and to understand, not just learn about,

but to understand it and have it make an impact on us.

Because it will change the way we do things. It will change our behavior. It will change our consequences and our level of understanding, and shape our future -- I really believe.

Q: *What made the Japanese attentive in the '50's and only is America starting to pay attention?*

KEGARISE: I think the Japanese were a beaten country, obviously, from the war. They had the opportunity to rebuild completely anew. They had the opportunity to look at their reputation for quality. And, of course, it was considered to be junk, as we all know.

And I think they said, for some reason, they said, you know, we've got to do something about this. We're a small nation. We've given a chance to rebuild. And what is the best way for us to do that. We've got a reputation to overcome. Our copy cats, poor quality, junk, all that sort of stuff. What can we do.

And so I think they were much more eager at that time. They were small. They were not as this large power as the United States was. They were the underdog. And so they said, well, show us the way to do this.

And so I think the thing that Dr. Juran and Dr. Deming were able to do, both was to get to the management and the leaders of the companies in Japan, and to be able to impress upon them the importance of doing things right. And to educate the workers to be able to give the workers a voice in things that were going on.

At that particular time, America didn't need that. America was the greatest power on earth. They had just proven that by defeating the Axis. And so, therefore, anything they could make, they could sell, not matter -- I mean, they made a lot of cars, and they had a very willing audience to buy cars. A lot of consumers hadn't had cars since the war.

So whatever they made, people bought. And that culture has just basically been inate in America, and the workers, and we start to look around at the global society, and we say: those doggone Japanese, you know, here they come in with their smaller cars and their better quality and they're taking our jobs away from us.

We've given them our jobs. They didn't take it away from us. We've given them those jobs, because we have not been attentive to the things that we need to do to make us greater.

I think we're becoming less lethargic. I think we're becoming -- as I would say -- Joe Juran and others have awakened the sleeping giants. So we've now said: wow, we've got the power to do these things ourselves. And help us to do that.

And I think Juran has been able to do that with his methodology.

The Japanese were waiting for someone to help them. And they recognized they needed that. It has taken us 30 years to find out and to recognize that we needed some help.

(END OF TAPE 23, START TAPE 24)

Q: *What got Alcoa ... early into this?*

KEGARISE: I think the reason Alcoa got interested in the early '80's is that we started to recognize that competition was getting greater. Global competition had not really gotten a foothold yet, but it was starting.

And in 1982, of course, we came off of a pretty severe recession in this country. And I think we started to see, in that recession period, some of the international competition start to gain some footholds.

And we started to say, we're big, and we're powerful, and we're smart, and we have a lot of capital behind us, but we've got to start to do things differently. And it looks like quality is certainly one of the emerging features in the '80's. And so

we started to become very, very interested in that.

And some of our folks in Pittsburgh, our corporate leaders, a few of them started to get very, very interested in quality, and started to raise the banner -- if you will -- and tried to get some better methodology. But at that particular time, there were not very many methodologies to latch onto.

I mean, there's no question that we were interested in quality. The question was you didn't have to be a disciple or believer, you had to find out, what is it that we need to do ourselves.

And so, you know, we first started out into SPC, because, at that particular time, statistical process control and the teaching of statistics was really emerging as one of the ways to understand your processes better. So we sent a number of people down to a university to learn more about statistics and how we could teach statistics to our workers.

We started to recognize that just understanding statistics, and understanding a little bit of the process wasn't enough. We really needed to understand the rest of the quality tools. We really needed to understand a methodology that fit our culture. Now, our culture has been a very strong technical culture.

And looking at some of the quality precepts that other people had been advancing, it seemed like put all of your interest in the worker, and the worker will tell you how to solve your problems. Well, I think the worker does a good job of being able to identify things that are going wrong. And to be able to identify symptoms.

But I don't necessarily believe that the worker, in every case, can solve all the problems, because some of the problems are much, much more technical in nature. Some of the problems are things that require some statistics. Some design of experiences ... experiments.

But some of the problems, also, are management problems. I mean the majority of them are management problems. We've designed things this way. We've not listened to people

in the past. We've just said, listen, we're going to put this piece of equipment in; you're going to love it, because we've looked at it and we think that's the way to go.

We're learning now. And I think what we've done is we're now starting to use a much more concentrated team approach; starting to use operators and other folks to help us design equipment, but an operator cannot design an integrated circuit, but he can tell you when it's not operating properly and that's the value of the linkage.

That may be a long way around saying why did Alcoa get interested. We recognized that quality was really the thing that we really needed to drive toward. We spent a lot of money in our equipment throughout the years. We've got the best equipment and we think we've got the best people. We need to have the best methods.

And we really think that the Juran methodology is -- provides the best methods to be able to link those things in the area of quality and enable us to survive.

Q: *What do you think history will judge Joseph Juran's outstanding contribution or achievement?*

KEGARISE: Hm, that's a tough question. Thinking about years from now looking at the legacy that a Joseph Juran has provided. I think he will provide a legacy of a project methodology that seems to be the best way to solve problems.

I think he will provide a legacy of an individual who has awakened us into the area of quality. Sometimes painfully. Sometimes not painfully, but genuinely. He's not a preacher. He doesn't go out and preach quality like some people do.

But he's a fellow that if you talk to him and ask him for some guidance, he'll generally have some guidance for you, generally have a methodology that you can use and embrace that will provide the way.

So I think that I would that later on, that when people look back into the area of the '80's and the '90's, when Joe

Juran was really doing some deep things for us, I think they'll recognize that his quality awareness in allowing us to become more aware, and a methodology for solving problems and overcoming quality cultures and hurdles.

I think that's what people should listen and think about Joe Juran.

Q: What are major inhibitors of quality improvement processes in America's corporations?

KEGARISE: I think the major inhibitors in quality improvement processes and the acceptance of those in American business today are primarily a bottom line mentality. I mean, we still look at each other in a monthly margin statement or a quarterly income statement or something like that.

And we also pride ourselves on being flexible. And what that means is if the direction that we're going this year doesn't seem to be producing results, that's okay, we'll change directions.

And I think, unfortunately, not enough people really and truly understand commitment to quality. I mean, we talk very blatantly about commitment, and everyone says, yeah, I understand commitment, I understand the chicken and the egg, and I understand the sausage and all that sort of stuff.

But I think the important thing is do they really understand that they need to lead. Business leaders today really need to lead to quality aspect. And they need to be role models. They can't hand this sort of a thing off. And as they start to hand this off, there are others who say: oh, they really aren't serious because they're really not practicing what they preach, they're really not walking like they talk.

And the more people that can understand the importance of what does quality really mean, providing the environment for quality to take, and the resources for that to take place, I think those are the more important precepts.

I think too often we look at a loss of business or a business cycle that is lower than it has been in the past, and our normal mentality is to say, well, we must have -- must have our overhead needs to be reorganized, or something like that. And I'm not suggesting that we shouldn't reorganize to make people more effective.

But I think we need to know that quality is something that needs to have staying power. And staying power needs to have a vision. And those companies that have a long-term vision, that will provide that focus and that environment for change, and will drive that change, those are the companies, I think, that are going to survive in this economic war.

And by no means do we not have an economic war.

Q: Where do you see this economic war in ten years?

KEGARISE: It's a good question, about management attitudes in Japan and management attitudes in this country in ten years.

I think much, much progress will be achieved. I've seen a significant amount of progress in the last nine years that I've been associated with the IMPROs, by listening to people and papers and so forth, and talking to those people.

The Japanese obviously aren't going to stand still. And since they're not going to stand still, why, it's a continual moving target.

I think the important thing is, though, that people are starting recognize that, even though the pendulum may shift to short-term management or something like that, there's still a lot of companies who have a long-term vision and recognize the importance of quality and recognizing the importance of creating the environment for quality to thrive and for quality actions to occur and for problem-solving to occur on a fact-based basis instead of a seat-of-the-pants basis.

That's the sort of thing that I think Joe Juran is being able

-- is enabling us to do. I think he's able to show various companies, by things like the IMPRO, by some of the learning programs and the educational programs that he has, he's able to show people a better way to do things and recognize why you have to provide the resources and you have to provide the impetus for quality.

So I really think ten years from now, we will be a lot further long, obviously, than we are today. Quality will not be a mysterious word; everyone will understand it.

The Japanese are still going to be very, very good.

But I really believe that as American's get better and better in the tools of quality, and get more focused in that area, I really believe that we will gain some significant inroads; we will recapture some of our markets, because we really need to have the will to do that, and I know we have the wherewithal.

Q: *Why is senior management not doing it? What will it take to change them?*

KEGARISE: I don't think you can say senior management is not doing quality, or not understanding quality. I think there are a lot of senior executives that really do understand quality precepts, and are starting to practice what they preach -- if you will -- and starting to lead the effort.

I think what happens is that you find some skeptics in any organization who look at the fad of the year or the fad of the month or something like that. And they sit back while others succeed. And as you start to get some successes, then these skeptics become converts. And it really does happen.

And there needs to be more converts, obviously. But there will be.

I think the most important thing is, as you learn about companies and organizations that are doing things differently and doing things better and sharing the lessons that they've learned and sharing some of their pitfalls, and how they've overcome some of those hurdles, I think you get a sense of

ownership and understanding of these things in your own company culture.

And you can pick out those people who are leading the charge and those people who are -- well, they're not exactly leading but they're kind of skeptical and I think you're going to find the skeptics being ticked off one by one.

Because the examples are many, I mean, they really are.

Q: *Why will people share information about quality, where historically they have shared nothing?*

KEGARISE: I think people are willing to share about quality more so because they don't really recognize that it provides, in some cases, a competitive advantage. I think if you talk about opening your books financially, obviously that's a sin.

Really and truly, as you start to share your quality methodology, that provides your competitors with basically an open-book situation, as well. They're starting to see some of the things that you're putting in place.

The reason people are not reluctant today to share is because there are so many people out there who kind of are in the skeptical mode and they say, well, yeah, but, they don't understand our business or, you know, they don't really compete as well as they say they do.

So I think the sharing aspect is a way to be able to get the rest of America, basically, to understand that this is -- it's not a we/they, this is an economic war that we have to win. And we have to marshall all of our forces to do that.

No question about the fact that sometimes you share a competitive advantage. But the understanding of that competitive advantage and the implementation of it are two different things.

And there's a significant difference between quality awareness and quality implementation. And how you do it is -- that's really what it's all about. Not necessarily what you

do.

Q: *What role has Joseph Juran played in the willingness of corporations to share information.*

KEGARISE: I think the role that the Juran Institute, basically, has played -- and certainly let by Joe -- is in the IM:PROs. I've visited a lot of conferences in my career. And I never miss an IMPRO because I really believe that it's valuable.

Not only to hear what other people have done, but to ask them questions and to sit with them and challenge them on the ways they attack certain areas. That's when you learn the rest of the story.

I mean, you can read a paper, but you can't really understand how people solve some particular impediment by reading the paper.

In the IMPROs, though, as it has grown, you start to see people in your business, you start to see people in businesses like yours, start to see people in businesses that aren't even close to yours.

But if you're sharp, you can pick up some insight into what other people are doing and what other people are doing they may be behind you, they may be ahead of you, but you really need to sit down and listen to them, or you're never going to find out.

Q: *What will be his greatest challenge?*

KEGARISE: I think Joe Juran's greatest challenge in the next five years is being able to spread himself effectively to all the customers who want to avail themselves of his services,

The guy's not a young guy in age, but to see the way he attacks things; I mean, he -- he spends late hours just like you and I do, and he's a few years older than you and I are. And

I think -- I think that's -- I think that keeps him young, I really do.

I think he starts to learn things from other companies; he starts to see that cultures may change, but basic business acumen is basically the same. I mean, we attack problems the same way. Whether it was in 1949 or whether it was 1989. And I think Joe Juran helps us to understand that old experience is not bad experience.

Old experience is something to understand, to look at, and try to find something that you're doing today that's very similar to a problem that was solved 20, 30 years ago, and to be able to learn from that sort of thing.

I think -- I think he's obviously in demand now. I know when Alcoa tried to get a hold of him and get him to come to visit our company, it took us three or four months before we could be able -- we could get a date to get him in.

But he spent the entire with us. And he provided some very insightful comments. And it was interesting that some of our senior executives challenged him on some of the -- some of the precepts, one or two of the precepts that he was exploring. And he didn't back down at all. And, as a matter of fact, he had an example to exemplify each one of those precepts.

And it was very interesting to see him act and see him work. And he never seems to meet a stranger. It's going to be tough for him to continue the pace that he's kept. And I'll never forget his statement to me: he said, you know, if I knew I was going to live to be this old, I would've taken better care of myself in my younger days.

Q: *Have you ever been present at the conversion of a skeptic to a true believer?*

KEGARISE: I think it's -- I've seen a lot of skeptics become true believers. But it's normally an overnight conversion. It's normally a show me example. Particularly

so in team involvement. And, of course, Joe Juran really is a devotee of team involvement.

You can read about team involvement, but until you really get involved yourself in a team, and really function as a team member, it's kind of like reading about swimming. Until you get into the water, you really don't learn to swim

That's the same sort of a thing about teams. Teams take a whole to gestate. But really and truly, once a team solves a problem, then those skeptics become converts. They see that cross- functional idea, cross-functional disciplines, getting together. They have better results and better answers than if an individual expert generally went out and tried to install some fix.

And I think that maturing process of -- takes some time, I mean, it really does.

I've been a quality professional for most of my career, and I was one of those in the early '80's trying to convince my company that they needed to follow some quality doctrine.

And in 1982, it was very frustrating because I could not get my senior management in this company to be able to really understand, well, what is it that you want from me. I mean, everybody laiows quality is important. Why do you want me to mention it in a speech.

But I have seen now a significant emergence of quality understanding, and a significant emergence --

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KEGARISE: In the early '80's when we in the quality ranks knew that quality was a revolution that needed to be achieved.

I had a very difficult time personally, in my company, convincing our senior management that they needed to embrace quality as a significant milestone or a significant objective.

They said, you know, we understand quality. We

understand it's important. But it's implied in our product. I mean, it's implied in everything we do, so why is it necessary for us to say anything about it. And it took us a long time before they really started to understand that you obviously have to have some basic building blocks to allow quality to happen.

But as I look back in the early '80's, and I see some of the frustration that we had then, and I stop and smell the roses today, and I say, wait a minute, what are we doing today that we weren't doing in the '80's. It's significantly changed.

I mean, we are using quality tools today; we are using Pareto charts, we are using statistics instead of gut feel, we are using data instead of opinions, we are using cause and effect diagrams. We are using the quality tools that we were trying to get people to awaken to back in the '80's.

And it really isn't important whether they learned in the '80's or not. Important thing today is that they are using them now. And once they start to use them, then they will continue to use those things because they'll see the success in using those sorts of things.

But sometimes I don't look back, and I have to slap myself in the face and say, wait a minute, Ron, take a look back, see what we're doing today. And I did this about a year ago when we were getting ready for the 1990 IMPRO, as the keynote company.

And I said well, let's -- let's focus on where you were and where you are. Not personally, but as a company. And what tools are being used. There's a dramatic difference. Takes a while. Takes a while for anybody to be converted. But once people have started to see the value, that's a -- that's just dramatic, it really is.

Q: *What role in that can you attribute to Dr. Juran* 's *contribution?*

KEGARISE: I think the contribution that Dr. Juran made

was, once again, provide us -- we had the willingness in the 1983 time frame. We had the willingness to improve our quality. We did not have the methodology.

We also needed a methodology that made sense to a technical community. We're a technical based community. And we had to have a methodology that made sense to us. And the project-by-project approach that he uses, or that he espouses, fit our culture to aT.

I mean, we always used task team. Often times we would use cross-functional task teams. And when the problem went away, we'd just kind of say, okay, we solved that one.

As he started to look at -- teach us to look at those things as sporadic problems and chronic problems, we say, you know, that's absolutely right. I mean, I know personally, when I started with Alcoa, I solved the same mechanical problem on one of our alloys three times in one year. Now, if I'da had more time, I probably would have solved it five times.

The key is: I didn't solve it properly the first time. I just jumped to a conclusion. and as we now have learned how to solve those things properly, put them to bed, monitor them, and make sure that they don't become chronic problems any more, that's really the whole key. And that's a revelation to me, but it's something that really is important.

Sporadic problems are things that we work on. They go away because of some fix-it we put in. But the problem is still latently there. And until we work on a chronic problem solving mode, we're going to continue to have sporadic problem testings.

And I think Joe has really helped us focus in that particular area. It's kind of an awakening. I don't think we looked at it that way.

Q: *How have "proof of the need" and "cost of poor quality" been integrated into Alcoa?*

KEGARISE: That's interesting, because, in my previous life, back in the plant, I was working in the Juran Methodology, which is basically a seven-step problem-solving methodology. A diagnostic journey, and remedial journey, and all those sorts of things.

The company then got very, very interested in quality management. And our chairman came on-board. We got a new chairman in 1987, Paul O'Neill, and he started espousing quality and safety and how they linked together. And it was beautiful to hear our top executive officer talk about quality.

And ultimately, we commissioned a team to look at quality. And then, in the 1988 time frame, a task force suggested that we start driving quality out of the corporation, providing resources and capability. At that time, we then benchmarked a number of different industries, and came up with an eight-step problem solving process.

I was incensed that we didn't use the Juran Methodology. I mean, why would we have to spend six to nine months determining what a problem-solving methodology was when we had one that Joe Juran had been espousing for a long time.

And now I recognize that Joe's seven steps and our eight steps are basically all the same. But, to a Juran devotee, frankly I spoke many times to some of our senior managers and said: why do we have to develop a new problem-solving methodology, we've got one, look at it, it works.

And then, as we started using this, as a matter of fact, I - taught the Alcoa eight-step problem solving methodology for about the last couple of years. And I started recognizing, we're basically all saying the same thing.

And when Joe came to Pittsburgh, and we asked him, you know, now that you've seen Alcoa, what do you think? He says, well, you know, I really like some of the things you're doing, I guess I wouldn't have attached myself to an eight-step problem solving process, but that's all right, you at least have one.

And that's very critical, I think, the fact that we have one is critical. And, as I say, it's -- it's the same basic methodology that Juran teaches anyway.

Q: *At Alcoa, what's the role of a communications program.*

KEGARISE: Well, there's a number of communication programs at various business units. We're broken up into about 24 to 26 different business units. And there are a number of different communication programs to transfer some of the quality improvements across the system.

There's not one central role, because we've tried to decentralize. I think the most significant thing that we've done is we have devoted, on a quarterly basis, a two-day meeting at some of our larger plants to take about their business. Used to be a one day.

And we added a second day to really focus on what some of our teams were doing and some of the quality successes, instead of just trying to weave that into an already packed one-day cycle.

I think the important thing is that, as people sit in a quarterly review meeting, and listen to the group vice president or his staff talk about their expectations, and ask questions for clarification.

As those particular senior executives start to use quality tenus -- like do you have a flow chart for that, or what is your CPK, or do you have a control chart -- or some of those sorts of terms, boy, that sends a very, very strong message that not only do these guys understand the quality message but they're actually practicing it and leading the charge.

And the people on the floor, when they see that sort of response, that really buoys them, as long as that continues to be driven down to the floor for the empowerment aspect of it.

And I think from a 'communications standpoint, it would be probably difficult for us to put out a, quote, quality

communication book or something like that because you really need to have people read those things, and we have an awful lot of reading material as it is.

The thing that I think we do probably pretty well is to live some of the team achievements, and pass those team achievements on to others so that they can get in touch with them or focus in on them themselves.

Q: *What way has he impacted your life?*

KEGARISE: Joe Juran has changed my life as a quality professional.

I think Joe Juran's had a dramatic impact on my life. I think, prior to the 1985 IMPRO, in which George Muller from Kodak and I presented a paper on customer partnerships, or what we called customer partnering, I really -- I really understand the Juran Methodology. I practiced it. I led the charge at my particular plant.

But I really didn't understand as much about Joe Juran as I learned at that particular IMPRO. And, of course, obviously, when you meet somebody, you obviously become infected with their personality, and he was such a human individual, and so approachable.

And as he started talking about customers and suppliers and the need to partner together, he just reinforced some of the things that we were learning. And we thought, you know, it's too bad that our leaders didn't have the benefit of the same sort of discussion that we had with Joe that particular day.

And then every time that I've been involved with him since that time -- I mean, I use him as the gospel speaker, you know. Well, Joe says this. or Joe says that. But I really believe that he's gotten so much credibility now.

He's a relatively low-key guy, and it's unfortunate that more people don't have -- have not had the experience that I've had to be able to rub up against him. And by no means

am I a close friend of his. But it's unfortunate that they don't really don't have a better understanding.

When our senior executives started to go to some of his classes and some of his teachings, they then also got a better understanding of Joe. And a better feeling of how in touch he is with today's business.

And when you run into a guy -- and then you sit back and you see, geez, look at all these books he's written. I wonder why I haven't read those before. So you go back and you start to read these things that he put in place in the early '60's that nobody ever thought of reading before.

And I've started to read those things. And he's got a lot of things in there that we're just now starting to learn today. Maybe the climate wasn't right in 1963 for American business to really understand what he was saying.

But he's just had a profound impact on me and I think he's had a profound impact on Alcoa.

Q: *What should someone absolutely remember?*

·KEGARISE: I think she should absolutely recognize that Joe Juran is the Moses trying to lead us out of the bullrushes -- if you will. Joe Juran is trying to awaken us. He's trying to recognize -- let us recognize, how important our attention to quality is and how that will provide us the capability to be able to daunt any thrust that comes from offshore.

And he's doing it in a believable way and an approachable style. He's not proselyzing [sic], he's not philosophizing, but he's helping.

And I look at Joe Juran as a significant helper, and somebody that your wife or my wife can sit back and say, you know, the guy must be really good because he's got so many business people that are espousing all the virtues of him. He must really be a significant individual in our life.

And I really am happy, really, truly happy to have had the opportunity to spend some time with him. But even if I

hadn't spent any time with him and just had gone to the IMPROs, just the understanding and the listening to some of his teachings is pretty significant, it really is.

Q: *What have I not asked you?*

KEGARISE: Well, I think you've covered almost everything about Joe Juran that I can think of.

I think the only unfortunate thing that I can think of is that Joe Juran is not going to be able to touch everyone's life, and there's got to be a way that we can provide the opportunity for them, if they can't see him person or see him on a videotape, that they can understand what he really stands for, and how important that really is to our survival in business.

And I hope that you can find a way to do that. But it's really important.

Q: *Years from now, when you think of him, what's the snapshot that you're going to see?*

KEGARISE: I think about Joe Juran years from now, when he and I have stopped doing business together (LAUGHS), I think of a guy who's a very intelligent individual who's trying to lead a charge. Who has been in business. Who has managed people. Who has managed technology.

Who is a very credible individual that is trying to awaken America out of the short-term mentality and he's -- and I think he's able to do that.

One thing that's significant that I didn't mention is, in 1985, in the IMPRO, before we had a Malcolm Baldrige National Quality Award, he asked the people in the IMPRO to respond to a question on whether they thought there ought to be a national quality award.

Now, that's pretty perceptive thinking at that particular time. And, of course, the respondents -- there was an

overwhelming, yes, we ought to have one.

The thing that's unfortunate to me is that national quality award is attached to a fellow by the name of Malcolm Baldrige, who nobody knows. It should be attached to a guy like Joe Juran, who everybody should know.

Q: *Thank you.*

(END OF TAPE 25)